**The Fathers of Quality**

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This discussion requires us students to name two people who contributed to quality in major industries, but for me three names come to mind: W. Edwards Demings, Malcom Baldridge, and Walter Shewhart. The first two are known for having awards named after them, while Walter Shewhart did a lot of math and statistics (which is a class I am taking right now). What interests me about this topic is history, I love history. The work of these men reminds us how lucky we really have it in the 21st century. Most big name brands we know(such as pizza hut) got to be really big because of the quality of their product(well maybe not anymore). A better example would be Dell computers, in the early 2000’s Dell was known for selling good computers. Having a product that has high quality retains loyal customers because the customer knows what to expect and the product has a reputation for being reliable, which brings referrals.

I’d like to talk about Walter Shewhart first:

“Walter Shewhart was a genuine pioneer in the field of quality control, and he became known as the “father of statistical quality control.” He developed control charts for analyzing the output of processes to determine when corrective action was necessary. Shewhart had a strong influence on the thinking of two other gurus, W. Edwards Deming and Joseph Juran.”.

(Stevenson, 2020, P. 51).

What I really like about him is that he got quality down to science. Now having a background in real estate I know that no properties are alike. Even with the same blueprint, one might be on a waterfront property and the other in the middle of nowhere or the outskirts of town. In class today we talked about tables, how no table is alike (and its true). Different patterns on the wood, one might be 1/1000th of an inch bigger or even 1/10,000th of an inch bigger. It may seem like that shouldn’t matter but in some situations it can. Especially if the machinery is incrementing 1/100th of an inch, the 100th table is going to be an inch bigger. It makes me think of a time when I was helping someone do drywall on a ceiling. If there was a little crack in the beginning there will be a huge crack when you get to the other side of the room. Little things can add up, and very quickly if you’re dealing with high numbers. A lot of this can be summed up by the word “variance”. And if you look further down to how small you can divide an inch it is “continuous”, as in it is not a discrete solid number.

We have a lot to thank Walter Shewhart for, especially his contributions to technological industries:

“The Bell Telephone Laboratories were founded in 1925 and Shewhart moved to them when the Laboratories opened and worked there until his retirement in 1956. He expanded his interests to a broader use of statistics over this period. During this period he published many articles papers in the Bell System Technical Journal. In addition, he published Random sampling in the American Mathematical Monthly in 1931. In 1939 he published the important book Statistical Method from the Viewpoint of Quality Control.” (University of St. Andrews).

I think what I like most about Walter Shewhart is that he merged statistics with operations. Creating more efficient use of raw materials and manpower. He is one of those people who greatly contributed to our standards of living, yet we know very little about.

I will conclude with W. Edward Hemmings, because I think his story with Japan is also interesting. With Japan I think of competitiveness, but researching shows something else. A balance between management and workers. He created14 key principles of management, my favorites being 11 & 12:

“**11a**. Eliminate work standards (quotas) on the factory floor. Substitute leadership.

**11b**. Eliminate management by objective. Eliminate management by numbers, numerical goals.

Substitute leadership.

**12a.** [Remove barriers that rob the hourly worker of his right to pride of workmanship](https://deming.org/the-value-of-dignity-in-work-give-or-take-6-minutes-2/). The

responsibility of supervisors must be changed from sheer numbers to quality.

**12b.** Remove barriers that rob people in management and in engineering of their right to pride of

workmanship. “(The Deming Institute)

I really like 11b, reminds me of that movie office space where he has 6 bosses

telling him the same thing. I like the phrase “too many chefs in the kitchen”. Number 12 basically says to treat workers with respect, without them you don’t have a business and I’ve had many employers who do not care about the well-being of their employees. When I see those guys at lunch time wearing long pants in front of Walmart smoking, I feel for them. I’ve worked in a warehouse and no business in Florida should force their employees to wear long pants in the summer while paying minimum wage, it is inhumane.

**References**

# University of St. Andrews. Walter Andrew Shewhart mathshistory.st-andrews.ac.uk. Retrieved 03/06/2023 from [Walter Shewhart (1891 - 1967) - Biography - MacTutor History of Mathematics (st-andrews.ac.uk)](https://mathshistory.st-andrews.ac.uk/Biographies/Shewhart/)

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